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MIDCAREER COURSE NO. 9

COURSE REPORT

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MIDCAREER COURSE NO. 9

COURSE REPORT

General Observations

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The high standards set by Course No. 8 were maintained by the members of Midcareer Course No. 9. This was a very good group, indeed, and one which proved itself more athletically inclined than any of its predecessors. Exceptionally fine weather during the [redacted] phase lent impetus to a great deal of outdoor activity as well as heavy use of gymnasium and swimming facilities. Throughout the course, the students tended toward thoughtful, incisive questioning of guest speakers, and were clearly deriving great benefit from the six weeks' experience.

Very few substantive changes were planned for the Agency and World Affairs phases of Course No. 9, and these worked out quite well for the most part. New presentations by Mr. [redacted]

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[redacted], Chief, SB Division, and Mr. David Bronheim, Deputy U.S. Coordinator for the Alliance for Progress, AID, were particularly effective, as was the talk on Area Divisions by Mr. [redacted]

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[redacted]. The coverage of TSD, reintroduced into the schedule after being omitted in Courses #7 and #8, was not too well handled. Over half of the speakers during the Brookings portion of the course were new to the "Interagency Conference". Two of these men were rated among the top four speakers and two among the bottom four. During the Agency phase, there was one cancellation plus two substitutions, and during the World Affairs phase there were two cancellations and one substitution. Otherwise, the actual events coincided with the plans.

The field trip was a combination of parts of our two "standard" trips. The visit to Cape Kennedy, SAC Headquarters, and NORAD Headquarters was quite successful, and our late arrival in

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Washington, caused by a lengthy program at NORAD and the necessity for a refueling stop, did not appear to upset any of the students.

Critiques from this group reflect that the course was highly regarded and that only a few individual items are still in need of up-grading. Once again there was a notable lack of picayune sniping at the few administrative and substantive weaknesses.

The Course was launched in fine style by Admiral Raborn and brought to a sparkling finish by Richard Helms in what we believe to have been his first appearance before an OTR Course after being designated to succeed Admiral Raborn as Director of Central Intelligence. Colonel White was forced to miss the social and business session planned for him [redacted] but graciously and effectively participated as a substitute for Allen Dulles at a similar affair scheduled during the World Affairs phase.

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As this course marked the end of our contractual relationship with The Brookings Institution (as a result of their policy), both the need and opportunity for a restructuring of the Midcareer Executive Development Course are apparent. Some aspects of revision are touched upon in the body of this report, but no effort has been made to incorporate a detailed proposal regarding concept and content for the future. It is also worth noting that decisions have been made to increase the student body to thirty-two persons; to conduct four courses per year, and to revise the Directorates' quotas to permit more DDP Midcareerists to attend each course.

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MIDCAREER COURSE NO. 9

COURSE REPORT

Part I - The Agency

A. Planned Changes from Prior Courses

1. Phase Length

The meetings with Deputy Directors at Headquarters, usually held on Friday of the second week of the Agency phase, were scheduled this time for the final day of the six-week course. This change gave us an extra day to spend at [redacted] thus permitting some much-needed flexibility in the usual schedule as well as the inclusion of some additional subject matter.

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2. Speakers and Topics

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a. As [redacted] had addressed Course No. 8, Sherman Kent agreed to talk on "The Production of National Estimates" for Course No. 9.

b. Drexel Godfrey, the new Director of Current Intelligence, expressed hearty support for the course and eagerness to participate as a speaker. A variety of problems, however, forced him to send his able Deputy, [redacted], to speak to Course No. 9.

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c. In line with Bill Morell's policy of rotating top-level ORR officers as speakers in the Midcareer Course, [redacted] [redacted] undertook to discuss "Developments in Economic Intelligence".

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e. Thursday evening of the second week was reserved for a reception, dinner, and discussion with Colonel White. As explained in Section B below, we had to cancel this affair.

f. Clandestine Services Coverage

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As recommended in the report on Course No. 8, we dropped seven hours of paramilitary coverage by [redacted] staff members. Most of this time was retained, however, for DDP-oriented material. TSD coverage was re-introduced into the schedule, as was a talk on Agency responsibilities in Vietnam by [redacted]. A new session, "Target-USSR" was handled by [redacted]. The only other change found [redacted] replacing [redacted] for the talk on "The Responsibilities of Area Divisions", a change which, in view of Mr. [redacted] pending reassignment, may become permanent (assuming Mr. [redacted] continued availability).

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g. With some additional time available as the result of changes reported in Sections A1 and B2 f above, we elected to revert to the former practice of allowing a free evening on Friday of the first week.

3. Individual Presentations

To our pleasure and advantage, [redacted] went on Daylight Time on the same date as did Washington. Consequently, for most of these sessions we were able to retain the 0800-0930 scheduling pattern which worked so well in Course No. 8. However, we chose to begin the presentations on Thursday rather than Wednesday of the first week so as to allow some additional reading time.

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4. Formal Presentations at Night

In the report on Course No. 8 we recommended that these be

reduced if not eliminated in favor of less formal sessions. Idiosyncracies of scheduling prevented us from accomplishing the latter, but some progress was made, as illustrated in the following tabluation.

	<u>Activity</u>	<u>Nights*</u>	
		<u>Course #8</u>	<u>Course #9</u>
25X1A	Informal discussion with guest speakers	2	4
	Formal presentations plus informal discussion	4	3
	Lectures, briefings, and demonstrations [redacted])	1	0
	Individual Presentations	2**	3***
	Group Meetings	1	0
	Free Time	0	1

* With one day added to the time at [redacted]. There was an additional night available in Course No. 9.

** Saturday and Sunday

*** Saturday and Sunday plus Thursday of the second week when Colonel White cancelled.

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B. Significant Developments

1. Substitutions and Deletions

a. Unfortunately, Colonel White injured his foot and was unable to appear as scheduled, much to his disappointment as well as ours. The pendulum swung in our favor during the third phase of the course, however, and we had a most enjoyable evening with Colonel White in the Executive Dining Room at Headquarters.

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b. [redacted] appeared as a substitute for [redacted] on the TSD Panel, and [redacted] replaced Donald Chamberlain on the DDS&T Panel.

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2. On Wednesday of the second week a considerable amount of confusion developed. Carl Duckett was delayed in Washington by business matters and did not arrive until 1215. As Joe Becker and Charles Briggs were already [redacted] for an OCS conference [redacted] we shifted the former from the afternoon into the morning and tried to get the latter behind the lectern at 1230. However, because of conflicting communications, Mr. Briggs did not appear until after 1300, so had to cut his talk a bit short to allow Carl Duckett to get started at 1415. The class was more amused than annoyed at the necessary "musical chairs" effort.
3. The students took the "Free Period" each afternoon quite literally. Very few of them took advantage of the opportunity to chat with guest speakers, preferring to [redacted] [redacted] Also, in contrast to previous classes, most of this group showed little inclination to remain at [redacted] more than about a half-hour after the evening sessions ended.
4. We received unexpected "bonus" appearances from Messrs. [redacted] The former, scheduled for both a lecture on Thursday and an informal discussion that evening, could not arrange to stay at [redacted] Thursday night. Therefore he elected to be present on Wednesday night and participated in the informal discussion following Tom

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period on Friday did not appear to suffer in any respect because of ammunition expended the previous night.

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7. Howard Osborn was sponsoring a VIP Tour [redacted] on the day of his scheduled talk, but he graciously suggested leaving his guests in the hands of others while he talked to the Midcareerists. We were most happy to accept the offer.

C. Summary of Critiques

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1. The Intelligence Community and the CIA - [redacted]

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As usual, the class reacted to Mr. [redacted] with great enthusiasm, citing the wealth of complex historical and current data covered in a highly effective presentation.

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Of twenty-nine comments, all reflected a thorough appreciation of the substance of the talk, and ten specifically noted the appropriateness of the topic for the opening session. As a speaker, Mr. [redacted] was considered excellent, both in the classroom and in the informal setting. The only adverse criticism came from three students who felt that the formal presentation could have been better organized.

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2. The Evaluation of National Intelligence Programs - [redacted]

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Sixteen students commented favorably on Mr. [redacted] presentation and several of these noted that the complexities of the office made it a difficult subject to handle. Four students thought the talk lacked substance and needed more specifics to make it meaningful. Other criticisms centered on lack of clarity and shortcomings in presentation skill. Several members of the group found the evening's informal discussion more rewarding than the formal presentation.

3. The Role of the General Counsel - Lawrence Houston

The entire class was very favorably impressed with Mr. Houston's presentation. He was commended frequently for his excellent use of case histories to explain the little-known functions of the General Counsel. His participation in the evening seminar was considered very valuable also.

4. The Production of National Intelligence Estimates - Sherman Kent

As is always the case, Sherman Kent was unanimously selected as one of the outstanding speakers of the course. His "straight from the shoulder" approach was greatly appreciated and the material he presented was considered extremely valuable as background for the course. Among the comments on his presentation were such terms as "superb", "five-star performance", "grade A", and "a privilege to hear".

5. The Agency's Current Intelligence Role -

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Virtually all of the class reacted quite favorably to Mr. talk. One student observed, "To me, one of the finest presentations of the entire two weeks". Several members noted that he was a slow starter who finished strong, and speculated that newness to the job and/or his debut with the Midcareer Course might have been causes.

6. Developments in Economic Intelligence -

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Over two-thirds of the class liked Mr. clear presentation of a subject which many admitted was not an easy one to make exciting. A few students felt that specific examples might have helped the formal presentation. During the evening session, Mr. excellent discussion of the Soviet economic dilemma was considered most effective. As one student put it, "...supplied the missing pieces". A few students would have liked hearing more about the actual workings of ORR.

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7. The Role of Domestic Contact Service - James Murphy

All of the twenty-five students who commented on Mr. Murphy's coverage of DCS found it informative and useful. He was especially complimented for the use of handouts as aids to his talk. Although Mr. Murphy was not considered one of the more dynamic speakers, he was cited several times for his straight-forward approach which, together with the substance covered, made the session quite valuable.

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25X1A Of the twenty-seven students who commented on Mr.

presentation, only two were on the negative side.

One student thought Mr. did not do justice to his subject and the other felt that the subject was not conducive to an interesting presentation. Otherwise, there was mild-to-high enthusiasm for the manner in which the subject was presented and the amount of useful information conveyed. The use of handouts was considered helpful.

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9. Developments in Photographic Intelligence - Arthur Lundahl

As in previous courses, Mr. Lundahl's ability as a speaker was loudly applauded. He was considered by many to have been the high point of the course. However, two students thought they had been given a "snow-job" and one thought the performance was overdone. Four students, all of whom considered the presentation outstanding, felt Mr. Lundahl could have used fewer slides with no detrimental effect.

10. The Clandestine Services - Thomas Karamessines

Half of the class agreed that Mr. Karamessines gave a well structured, concise, adequate introduction to the Clandestine Services, thereby laying the ground work for the more specific coverage which followed. Some members would have liked

more emphasis on concepts and goals and less on organization. Three or four felt that the classroom might have been a better setting for the presentation, and one thought that the talk might better have followed the other Clandestine Services' topics. Those who were not favorably impressed seemed to feel that Mr. Karamessines was on the defensive and could have built better rapport with his audience.

11. The Responsibilities of Area Divisions - [redacted]

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This presentation emerged as one of the best of the course. The students appreciated the dignified, intelligent, and objective treatment which Mr. [redacted] gave to the managerial problems characteristic of an area division. Several students found that the material gave them some very useful new ideas. Two members of the group felt that Mr. [redacted] was a little too much preoccupied with his own division's structure and that the talk was not broad enough in scope to be of interest.

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12. Field [redacted]

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Mr. [redacted] won plaudits from virtually the entire class. The use of specific examples and personal experiences in the field was greatly appreciated. A couple of students thought that a presentation on a small station, to complement Mr. [redacted] excellent talk, would have improved the overall coverage of field station activities. Only two students offered adverse criticism, one claiming that the presentation was dull, and the other feeling that it "...failed to capture the dynamics of field station activity".

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13. [redacted]

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Mr. [redacted] was described by the majority of the class as a dynamic and masterful speaker whose presentation was informative and of great benefit. His contribution to the

informal evening session was noted as adding to a first-rate performance in the classroom. The only negative comment in twenty-nine responses was "More smoke than fire".

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14. The Role of Paramilitary [redacted]

Twenty-seven students commented on Mr. [redacted] presentation and all remarks were favorable. His manner of speaking and his choice of material were considered excellent. Two of the comments are worthy of special mention. One pointed out that Mr. [redacted] did a very good job of clearing up some commonly held misconceptions about PM activities, and the other noted that he altered some long standing prejudices against the subject.

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15. Target-USSR - [redacted]

Of the twenty-four specific comments on Mr. [redacted] presentation, nineteen used such terms as "valuable", "very interesting", "informative", and "well organized". His use of graphics was noted with favor. One student thought Mr. [redacted] was holding back and, as a result, was disappointing. Seven students commented specifically on Mr. [redacted] frankness and general effectiveness in the evening session. His skill in answering questions added the impact of his prepared remarks.

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16. The Nature and Scope of Covert Activities - [redacted]

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Of the twenty-eight members of the class who commented on Mr. [redacted] discussion of Covert Activities, all but one had the highest praise for his presentation. He was commended time and again for an outstanding ability to explain this subject in a clear, concise fashion. One dissenter found the content of the talk satisfactory but the presentation not very effective.

17. Case History

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The twenty-nine students who submitted critiques were unanimous in their praise of [redacted] coverage of the [redacted] Case. Typical of the comments were statements such as "Important contribution to the course", "Another real highlight", "Made my week", "Extremely interesting and illuminating as to workings of a case officer", "Top drawer".

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Mr. [redacted] went over with a resounding bang. He was singled out by many students as one of the best, most effective speakers in the course. Students from all components commented on the usefulness of a case study and personal experiences to convey the message of inter-Directorate cooperation. Mr. [redacted] also was complimented for having tailored his talk to the audience. Along with [redacted] he was cited for putting a high gloss on the DDP image.

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19. Agency Activities in Vietnam - [redacted]

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The class was divided on the value and quality of this talk. The subject matter appeared to be of interest but about half of the class expressed disappointment with the coverage. A consistent complaint concerned the use of too many cluttered charts and visual aids which were distracting rather than helpful. Some students noted that the subject was quite difficult to cover.

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20. The Role of Technical Services - [redacted]

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This session did not go over at all well. Some students felt the panel was too defensive. Others thought the subject

matter should have been presented by a formal talk in the classroom prior to demonstration of equipment. Only four of twenty-eight comments were not extremely critical and only one student thought that the substance was good and the presentations fair. One student said that he got the most value out of conversations with the speakers after the session was over.

21. Developments in Technical Communications -

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As usual, Mr. discussion was highly regarded by the class. Mr. ability as a speaker and his thorough knowledge of the field were frequently noted with high approval. Mr. assistance in the demonstration of equipment was also commented on favorably. The only adverse criticism was from one student who felt the presentation was "good but too long and too broad a topic".

22. Security Considerations in Accomplishing the Agency's Mission -
Harold Osborn

About two-thirds of the class considered this presentation useful and adequately handled. Adverse criticisms centered on Mr. Osborn's low pitched voice, which occasionally rendered his remarks indistinct, and on his reading of a prepared script. On the other hand, he was frequently commended for his frank and thorough answers to questions.

23. Personnel Management -

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The group's reaction to Mr. was somewhat divided. About two-thirds of the class thought he was a very good speaker who covered his topic in a thought-provoking, excellent manner. Those who disagreed either found the talk dull or cited the familiar complaints about "too many problems and no solutions" and overemphasis on the problem of the "hump".

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24. Health Considerations in an Unusual Work Environment -
Dr. John R. Tietjen

Of the ten students who did not like Dr. Tietjen's presentation, most found it rambling, elementary, or disorganized. Nineteen others enjoyed the talk and commented in terms such as "thoughtful", "absorbing", "should address all Midcareerists", "smooth presentation", and so forth. Dr. Tietjen's participation in the evening discussion was considered excellent by some students because of his frank and informative responses to questions.

25. The Impact of Automatic Data Processing in Agency Activities -
Joseph Becker

All of the twenty-seven comments on Mr. Becker's handling of the subject were laudatory. As is always the case, the class time and again acknowledged Mr. Becker's ability to make a technical subject completely understandable to the uninitiated. One student found this talk provocative enough to warrant more time, and another said that it stimulated an interest in a subject, ADP, which he had previously found "monumentally boring".

26. Trends in Processing Information in Support of Intelligence Production - Charles Briggs

Mr. Briggs' coverage of the processing of information was considered interesting, informative, and useful by twenty-five members of the class. One student thought that Mr. Briggs needed some visual aids. Two others found the talk good but much more detailed and lengthy than it needed to be.

27. The Role of Science and Technology in CIA - Carl Duckett

Carl Duckett again captured the entire class with his dynamic presentation. With the adjectives "outstanding" and "excellent" predominating, he was rated as one of the

highlights of the course. Everyone agreed that the material was interesting and useful although a few students wished that Mr. Duckett had spent less time on organization and had dispensed with the cluttered organizational charts.

28. S and T Panel - Carl Duckett, Robert Chapman, George Miller,
25X1A Charles Briggs

Only nine members of the class made reference to the S and T Panel. Six found it very worthwhile, supplementing the excellent talk by Duckett. Of the three negative reactions, one said the panel was "over-shadowed by Duckett"; another said it was "dominated by Duckett", and the third noted that the "use of these people could have been improved". On the other hand, another student wrote, "Duckett with his S&T colleagues was the best discussion session of the course".

29. Logistical Support of Agency Activities 25X1A

Adverse criticism of this presentation was aimed mainly at the subject matter, not at Mr. 's handling of it. Twenty-two members of the group rated Mr. as at least an adequate speaker with an uninspiring topic to cover. It was noted several times that he was particularly informative in the question period.

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30. Financial Management - Robert Fuchs

Twenty-seven students specifically commented on this presentation. Two found it pedestrian while the rest rated Mr. Fuchs as "good", "very good", "satisfactory", or "excellent". Mr. Fuchs' use of visual aids was noted with approval. Several students found him extremely adept at answering questions and adding interesting sidelights. As usual, there were several comments complimenting Mr. Fuchs for effective handling of a complex and potentially dull subject.

31. Administrative Relationships with other Agencies - Alan Warfield

Two-thirds of the class enjoyed Mr. Warfield's talk. He was cited by several students as the best speaker from the Support Directorate. His use of handouts, vu-graphs, and current examples was considered the basis of the interest in and usefulness of the presentation. Negative comments centered on excessive duplication with material previously covered. Two members of the group thought that the talk was pointless and merely a time filler.

32. Planning and Programming in CIA: Scope and Depth - John Clarke

All of the twenty-five comments submitted on Mr. Clarke's presentation were extremely laudatory. His superior manner of briefing, with excellent use of vu-graphs, and the vast amount of information packed into a short period gained for Mr. Clarke a high degree of respect. Twenty of those who commented agreed that this session was a perfect round-up of the preceding two weeks. As one student expressed it - "Now the picture is complete - I really have few questions left, and none of major significance". Throughout all the comments there was a strong feeling of appreciation for the privilege of hearing this presentation.

33. Individual Presentations

In order to determine whether these sessions are maintaining their value and interest, we required the students to comment specifically on them. The verbatim comments appear in Attachment A.

34. Overall Impact of Part I

The students were required to comment also on Part I impact. Verbatim remarks appear in Attachment B.

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D. Staff Comments and Recommendations

1. General

Several significant changes are in the mill for Course #10 and subsequent offerings. However, the basic coverage and format of the Agency phase will probably not be altered much. We expect that this phase will constitute weeks two and three of the course instead of weeks one and two, with the Managerial Grid occupying the first week. The course will be run four times between September, 1966 and the end of June, 1967, and there will be thirty-two students per course rather than thirty. The quotas for Directorates will be changed to permit greater enrollment of DDP Midcareerists. Finally, a portion of the time formerly devoted to the conference at Brookings will be allotted to Agency and/or Intelligence Community coverage.

2. Specific

a. We wish to investigate the possibility of arranging for Colonel White to speak at some point during the Grid phase.

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b. [redacted] will have stepped into a new position by September, so we will have to acquire another speaker to cover "[redacted]". It may turn out that we will expand the scope of this presentation to include greater emphasis on [redacted]

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d. The TSD coverage needs up-grading. We will begin the effort by suggesting to [redacted] that a formal presentation and question period in the classroom be substituted for

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the totally informal and somewhat disorganized session that was held in [redacted] for Course #9.

- e. We need to add an hour to the total time allotted to Individual Presentations so as to accommodate the two extra students per course. As Saturday morning seems to be appropriate for this purpose, we will either relocate or omit [redacted]'s talk on Covert Activities.
- f. As we get several requests in each course for a tour of the base, we will arrange for such a tour, on an optional basis, for Saturday afternoon.
- g. We wish to ask the DDS&T to approve a plan whereby each of the Office Directors who appear on the evening panel has about a half-hour during the afternoon to give a quick run-down on the major efforts of his office, thus laying a better foundation for the evening's discussion.
- h. We recommend adding a lecture and question period devoted to the Office of Training.
- i. We plan to continue to stay at [redacted] through Friday of the second week there, and to schedule the meetings with Deputy Directors at a later date in the course.
- j. Through Course #9 the Office of Central Reference was represented on the platform by Charles Briggs, although his coverage was limited for the most part to the ADP aspects of that office. As Mr. Briggs is now Director for Computer Services in DDS&T, having replaced Joe Becker, we face two problems: whether or not to offer OCR a place on the schedule, and whether to ask Joe Becker or Charles Briggs to cover ADP matters. At the moment, we have no clear-cut answers to these problems.
- k. We will continue our efforts to hold to an absolute minimum the number of formal presentations at night.

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1. We hope to introduce coverage of China operations for Course #10. The critical problem will be that of finding the necessary time. Some of the hours picked up from the Brookings phase may provide the answer.

Attachment A

VERBATIM COMMENTS

ON

INDIVIDUAL PRESENTATIONS

(NOTE: Five students made no comment.)

1. O/DCI Midcareerists

"With only a couple of exceptions the student briefings were generally informative, interesting, and a valuable addition to the course."

2. DDS&T Midcareerists

"The I.P.'s were very useful and should be continued."

"The I.P.'s are invaluable - one of the best features of the course. I think they might be even more productive in informal sessions in [redacted] but realize you have the problem of what to do with speakers who spend the night."

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"The individual presentations were worthwhile and informative. A good idea that might better be carried out in the informal evening session. Twenty minutes is sound for the majority but if a speaker has something good to say or holds the group attention it's too bad to cut him off."

3. DDS Midcareerists

"An indispensable feature of the course - excellent."

"The I.P.'s are well worth the time consumed."

"Impact of individual presentations - tied to the value of the informal contacts made between the members (as previously cited) - the presentations were an extension of this very valuable feature of the two weeks."

"The student presentations filled in many of the gaps left in the "formal" talks. Every presentation was well thought out and well received."

"Individual presentations were in some instances as good or better than those given by the guest speakers. These presentations would have been still better had they been given in a more relaxed atmosphere. If possible, I suggest that individual presentations all be given at [redacted] during evening hours."

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"The individual presentations were particularly good."

"Retain the individual presentations at all cost."

4. DDI Midcareerists

"These are a great idea. I thought all of our class did a wonderful job. These often give excellent leads to permit (a) more intensive personal discussion later, and (b) good indications of guys you may be able to deal with at Headquarters. In addition, the talks do provide good substantive information."

"The individual presentations were one of the most beneficial elements of the course."

"The individual presentations were a very useful part of the course because they not only filled gaps in information about parts of the Agency but also provided a very good means for individual participation in the course. In many instances the I.P.'s were more informative and of better quality than a few of the formal lectures."

"The individual presentations were informative and worthwhile. These gave an insight into the working capacity of each of the components represented."

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"The individual presentations were generally interesting and should be continued."

"These were of special benefit to me because of my working removal from the Headquarters area. It was valuable to gain these insights in the specific functions of the other course participants. A good number of those are from offices to which DCS contributes reporting and these presentations will be helpful to me in my future efforts on their behalf. My personal reaction to these talks is that they were of a high order."

5. DDP Midcareerists

"The individual presentations are one of the strongest features in the course. While the quality of such presentations may be uneven - they make each member of the class aware of what fellow class member they might contact in the future when problems arise in a particular field."

"Individual presentations: excellent - very useful and informative. Keep them up."

"The individual presentations were uniformly good and some even excelled the performance of more senior guest lecturers. This is a valuable insight into the day to day functioning of Agency elements at a working level. It is an essential part of the course and should be retained."

"A very valuable part of the course. Thirty additional speakers were added with little extra effort on anyone's part. Everyone had something instructive to say."

"I found them useful and very informative, particularly after a formal presentation had covered the subject in general terms. I recommend they be continued."

"This is a very sound idea and a most worthwhile exercise. Except for one or two presentations which tended to parrot previous lectures, the presentations were interesting and imaginative."

"Whereas the basic concept of exploiting the experience factor of the group is sound, I feel that the concept cannot usefully be applied across the board. Many of us are engaged in activities which are splinters of an overall activity already covered by a scheduled speaker. The individual contributions provide some dimension of depth, but this is not a depth course. Considering the wealth of material already presented in these two short weeks and the fact that the objective is designed to develop perspective, I would suggest that individual contributions be solicited only from students whose office's functions are not already being covered by scheduled speakers."

"Fifteen hours is a long time to devote to this otherwise worthy enterprise and its utility should be determined by balancing these presentations against whatever other speakers could be scheduled."

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Attachment B

VERBATIM COMMENTS

ON

OVERALL IMPACT OF PART I

(NOTE: Two students made no comment.)

1. O/DCI Midcareerist

"I consider the overall impact of this course to be excellent. Generally the subjects are well chosen and the speakers good. The overall average quality of the briefings was remarkably high and only one or two of the speakers could be termed inadequate; a fine record considering the number of speakers and the variety of subjects. Generally, I believe that this two weeks provided much needed insight into the many and varied activities of the Agency. Furthermore, I found that having the course at [redacted] provided an opportunity not only to learn more in less time, but to get far better acquainted with the class members than would have been otherwise possible. The Part I program is well conceived and well executed and, I believe, fills a very great need for the midcareer type who has a growing requirement for a much broader outlook regarding the scope of CIA."

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2. DDS&T Midcareerists

"As a whole, the speakers selected for this section of the course were outstanding in their capability to select topics of current and mutual interest."

"Overall the course was well presented, interesting and of great substantive value."

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"The overall impact is excellent, the opportunity to meet with peers from other Directorates and to be briefed by the present leaders of the Agency is extremely valuable in broadening our background knowledge."

"Overall impact was very good. I am most impressed by the capability of the majority of the speakers, the thoroughness of the presentation to the level of the mid-managerial audience."

3. DDS Midcareerists

"The overall impact of Part I is overwhelming. The nature and scope of the Agency's activities and its relationships (interfaces), inter and intra-Agency and with a variety of non-government groups and organizations were frankly and extensively described. This exposition lends perspective which could not conceivably be achieved in any other way."

"The overall presentation of the Agency mission, compartment and office functions was excellent."

"The overall two weeks was excellent, and the list of distinguished speakers forced me to realize how little I knew about the other three-fourths."

"Excellent and effective - although the length of the course has a tendency to offset these features. The greatest values were to have an opportunity to "get the big picture" and to relate this to our own place in the Agency and to draw upon the knowledge of the other members of the course - particularly from the informal contact."

"The major portion of the first phase of the Midcareer Course made a very favorable impression. The speakers appeared to keep in mind that they were talking to a group that have had considerable experience and willingly shared some of the more sensitive problems with which they were currently involved."

"Did the course meet its stated objects, i.e., to broaden the general knowledge of the Midcareerists on the mission and function of Agency components, and the relationships of Agency components to other government agencies in the intelligence community? I would answer with an unqualifying 'yes'. I was able to see for the first time in my almost fifteen years with the organization the overall working of CIA, how the Agency fits into the community, and how each component supplements each other component."

"Unfortunately, I had the intelligence review course a week before this course and noted a considerable amount of repetition. I would urge that similar scheduling not be done. Despite the repetition, and due to the clearances, matters were covered in much more detail and much more was derived. The frank discussions....were particularly satisfying."

4. DDI Midcareerists

"Excellent, superior, top-notch. This course lives up to the high level of top billing it gets from all previous students that I have talked to (and supervisor types)."

"For my own needs and degree of knowledge about the workings of Headquarters sections of the Agency this was an excellent series of presentations."

"I am very much impressed with the contents of the course. I enjoyed every minute of the course."

"In general, the course has impressed me very favorably this far. Although some of the speakers have been most stimulating and provocative (and they all have been informative to at least some degree), I believe that greater personal benefits have been gained from the intimate contact with the cross-section of my colleagues. Perhaps the major

benefit of the speakers was not the information provided by the presentations, but the exposure to the generally very high quality management that the Agency enjoys."

"Overall impression was favorable and positive."

"In almost any type of evaluation the course would have to be noted a success. We got a new appreciation for the activities of the various components from each of the formal speakers but in many ways the interesting results came from class members themselves. Their activities are more on the level on which we all operate and so the problems are more real."

"The course content was exceptionally well suited to an employee of my background. Before the course my knowledge of the Agency was very meager and I feel as though now I have an understanding of most of the Agency's activities."

"Generally beneficial. A useful review of CIA activities with the additional advantage of meeting the people filling high level Agency positions."

5. DDP Midcareerists

"I have only superlatives for this phase of the course. The Agency's activities have been covered in an ordered and meaningful fashion. It has been a stimulating and highly informative experience which exceeded my highest expectation."

"Outstanding, great long range value in promoting contacts within other components of Agency."

"Part I (The Agency) of this course was even better than I had expected in that it carried one from the working level to the near-executive level with ease but efficiency. It was like leaving one world of experience and being placed in a much higher one so that from this time on, judgments and

operations will be based on an entirely broader range of considerations. It certainly took the experts at Midcareer and focused them on management and executive problems within the Agency."

"To me the great value of this phase lies in the changes it effects in attitude. It has made me question and reexamine concepts previously accepted as facts and has provided me with a far better perspective of the whole intelligence effort and the part each Directorate plays in it. This is a first-class undertaking; I most certainly hope that it will be continued and that the guest speakers will continue to realize what a service it is that they are rendering."

"Overall, the effectiveness of the presentations was very high. All speakers are obviously experts in their respective fields and more knowledgeable officers are hardly available."

"This course opened my eyes to the complexity, capability and scope of the organization in a way that has raised my respect for the organization to a new high. Both speakers and fellow students have been responsible for this phenomenon. Obviously, there were exceptions in both categories, but only in the sense that these exceptions were less impressive than others - not that they were unimpressive, and I don't maintain that my judgment was based on all available data. I should add that in some ways I feel more humble than when I arrived - particularly with regard to the importance of my own activity - and yet exaulted in feeling myself competent among many highly competent people. As a general observation I would say that this course will have a real and lasting impact on my Agency career. I've made thirty new friends with the Agency. I know what they do, where they are, and how we can work together. This also goes to some extent for the speakers."

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"The course was well organized, the speakers for the most part impressive both personally and substantively. Certainly I have derived from this exposure a very fine understanding of the Agency which would not otherwise have been available."

"An effective exposition of the Agency's current position."

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MIDCAREER COURSE NO. 9

COURSE REPORT

Part II - The U.S. Government (Brookings)

A. General Remarks

1. Course No. 9 marked the end of our relationship with The Brookings Institution inasmuch as their policy precluded renewing the contract for another year. A letter of acknowledgment and appreciation has been sent to the DCI for signature and forwarding to President Calkins of Brookings
2. OTR has recommended that for future Midcareer Courses, the content of the "Interagency Conference" be dropped and that the time be invested in the following:
 - a. One week of the Managerial Grid
 - b. One week divided appropriately between the Agency Phase and the World Affairs Phase, each to be slightly revised and entitled respectively "The Agency and The Intelligence Community" and "The U.S. Government and World Affairs".
3. In view of the above, this report will cover the Summary of Critiques for "Topics" and "Speakers" only. The reactions of Midcareerists in Course #9 to the other items on the critique form followed the pattern of previous courses with no significant deviation.

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MIDCAREER COURSE NO. 9

COURSE REPORT

Part III - World Affairs

A. Planned Changes from Prior Course

1. Speakers

- a. As we were unsuccessful in our efforts to enlist either Clark Clifford or Dean Acheson, the Office of General Counsel came to our rescue with Mr. John R. Blandford, Chief Counsel of the Armed Services Committee, as the main speaker on the final day of the course.
- b. [redacted] was unable to appear for us because of other commitments, so we scheduled [redacted], SIC/OTR, to speak on "Internal Political Developments in the USSR".
- c. Allen Whiting, State Department, agreed to speak on Communist China, but last-minute demands on his time made him unavailable.

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2. New Presentations

Mr. David Bronheim, Deputy U.S. Coordinator, Alliance for Progress, AID, agreed to speak on "The Alliance for Progress - Accomplishments and Prospects".

3. Meetings with Deputy Directors

Usually a part of the Agency portion of the course, these meetings were scheduled during the World Affairs phase in order to allow time for proper preparation of the questions to be submitted by the class.

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4. Former Presentations Omitted

- a. The talk on "Strategic Concepts" had to be dropped because we could not acquire the services of an appropriate speaker.
- b. The film, "The Seven Hundred Million" was dropped because of its limited value.
- c. [REDACTED] Latin America", was relocated into the first phase of the course.

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5. Field Trip

Because of the resounding success of the visit to Cape Kennedy by Course #8, the trip there was repeated as the first stop on a tour which also included SAC Headquarters at Omaha and NORAD Headquarters at Colorado Springs.

B. Significant Developments

1. Field Trip

- a. We reverted to the practice of scheduling the trip for the final week of the course. This is the best location for it for the simple reason that anything following it on the schedule tends to be anti-climactic.

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- b. [REDACTED], Chief of the Support School, OTR, accompanied the group on this trip.

- c. Cape Kennedy Matters

All administrative aspects of the visit went smoothly except for an overly-long delay prior to the NASA Complex 39 briefing. The Air Force portion of the tour was not quite as good as in Course #8, but was valuable nonetheless.

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d. SAC Matters

This visit, too, was well organized, as usual. There is still a bit too much emphasis on organizational matters during the briefing sessions, but the tour of the Commo Center and the Command Center, and the visit to the Research Center were excellent.

e. NORAD Matters

Several new presentations served to make this stop even better than on previous visits. The trip to the Cheyenne Mountain Combat Operations Center was more impressive than on our last visit, but, hopefully, can be made even more so once operations are in full swing and more of the installation is opened for viewing by our group.

f. Flight Time

Unfortunately, we were unable to reach Washington until after 1:00 A.M. on Thursday morning. The causes were first, a longer tour than expected at NORAD and second, the need for a refueling stop on the way home. These two developments made it impossible to arrive in Washington before midnight, so the group elected to combine the refueling stop with a dinner at the airport in Kansas City, Mo., rather than cope with the never-too-successful box lunch aboard the plane.

2. The morning of the first day of the World Affairs phase turned out to be "Free Time" when we learned at 10:00 P.M. on Sunday that our speaker for the morning would not be able to appear.
3. The visit to NSA left something to be desired when neither General Carter nor Dr. Tordella was able to make an appearance. The addition of a briefing on "Basic Techniques" was useful, but the omission of the visits to DEFSMAC and the Computer Center (omitted at our request as a result of "so-so" reactions by members of Course #8) was apparently a mistake.

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4. When [redacted] notified us that he could not appear, we substituted the film, "Behind the Great Wall".
5. Much to our regret, [redacted] had to cancel his planned appearance because of a trip to Europe. However, we were delighted when Colonel White agreed to meet with the group for dinner in the Executive Dining Room and an hour or so of discussion on some of the Agency's management problems.
6. An unfortunate slip-up on our part caused Mr. FitzGerald and Dr. Wheelon to appear at the same hour to meet with the Midcareerists. Dr. Wheelon graciously consented to appear an hour later, but an unanticipated meeting with Mr. Helms scotched that plan. The class never did get to hear Dr. Wheelon.

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C. Summary of Critiques

1. Developments in Soviet Foreign Policy - [redacted]

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Only six of the twenty-six comments on Mr. [redacted] presentation were in the least favorable. In most cases the topic was considered important, but the presentation disjointed and not very productive. Mr. [redacted] manner of speaking was criticized as being pompous and superficial.

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2. Evening with Colonel Lawrence K. White

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Only ten members of the class specifically commented on the evening with Colonel White. Six found that the session was interesting and enjoyable and one man noted that the relaxed social atmosphere was particularly conducive to effective results. Of the other three students who commented, one thought the social aspects were very pleasant but that the discussion did not come up to expectations, and the others simply expressed disappointment in the results of the session.

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3. The Defense Intelligence Agency - Brigadier General Richard Whitney

Most of the class considered General Whitney's summary of the functions and missions of DIA very worthwhile. They also found the talk a good "kick-off" for the other DIA speakers. Of the few students who did not feel the subject was adequately covered, most objected to the so-called "typical military briefing".

4. Internal Political Developments in the USSR -

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Mr. coverage of the subject was well received by a large majority of the class. His use of the rise and fall of as a case study in Soviet politics was considered very illuminating to the understanding of the general topic. The negative comments were mostly by students who found nothing new in the talk.

5. The Military Threat of the USSR

The panel from DIA was received rather well by the group despite the usual objections to unimaginative, formal, military briefings. Several students thought the question and answer session made up for what was lacking in the briefings, and one student commented that this material set the stage well for the visits to SAC and NORAD.

6. Visit to National Security Agency

Of the twenty-seven students who commented on the trip to NSA, all but two found the experience rewarding. There were varying degrees of enthusiasm expressed for different parts of the program. Mr. were considered the most effective, and Mr. and Mr. not quite as good. There were several comments about the trying aspects of sitting all day in one room, and several more asking for a walk-through of DEFSMAC, the Computer Center and an average PROD office.

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7. Communist China: The Party and the People - [redacted]

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The group had high praise for [redacted]. From twenty-five of the twenty-six who commented there were statements like - "One of the outstanding parts of the course"; "Highly valuable"; "Well worthwhile"; "An enthusiastic speaker who knew his subject", and "A wonderful experience". Mr.

25X1A [redacted] was praised for his able handling of questions.

The only negative response noted that [redacted]s material was not current enough to make a worthy presentation.

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8. Military Threat of Communist China - Lieutenant Colonel

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[redacted] did not go over very well with most of the class. Aside from the anticipated reactions against the "military briefing", there were several comments to the effect that the material was frequently erroneous. The graphics were approved by a few students and deplored by a few more. The eight more or less favorable comments rated the topic variously from "appropriate" to "excellent", and the presentation itself from "reasonably effective" to "good".

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9. The Atlantic Community: Political and Military Developments -

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Mr. [redacted] was another speaker whom the class unanimously praised. He was complimented not only for his excellent manner of presentation but also for his frank and direct replies to questions. The timeliness of his coverage, which included the Brussels meetings of May as illustrative of the complexities of NATO and the problems confronting the Atlantic Community, made the talk very effective.

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10. Current Problems of the Near East and South Asia -

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Mr. was another of the speakers unanimously selected as outstanding. He was commended for ably handling a broad area replete with complex problems. His thorough knowledge of his field and his outstanding skill in presenting the material drew many superlatives.

11. U.S. Capabilities to Counter the Sino-Soviet Military Threat -
Colonel Edward Ramsey

Of all the military briefers, Colonel Ramsey was considered by far the best. His manner of presentation, his handling of some very sensitive questions, and his coverage of knotty problems of planning were considered excellent. One person thought the presentation depended too much on vu-graphs poorly done.

12. Field Trip

The combination of Cape Kennedy, SAC Headquarters and NORAD proved a good one for a field trip. Except for a few derogatory comments on some poor military briefers at each of the stops, the class generally considered the trip excellent. Many commented that it was too rushed and suggested allowing more time at each place. Otherwise, the usual crop of superlative adjectives dotted the critiques.

Cape Kennedy

One student thought the visit and briefings were not adequate, and several others wanted more time allotted to the visit and more opportunity to wander through buildings and around the hardware. Aside from this, the comments noted that NASA was more impressive than the Air Force and that the overall impact was "excellent", "terrific", "staggering", and so on.

SAC

The dullness of some of the organizational briefings was pointed out by several students. This drawback was more than compensated for, according to most of the critiques, by the most informative and interesting coverage of the Commo Center and the Command Center. A few students considered this stop the best of the three on the trip.

NORAD

On balance, the "excellents" in the critiques appear to predominate. One student claimed that he couldn't see much point to this visit while another found it "a day to remember". Several of the briefings were considered very valuable and a couple of them were rated as dull. The trip to Cheyenne Mountain drew mixed reactions with part of the class feeling that this was indeed impressive and a "highlight", while others sensed a superficial treatment of what could have been a subject of intense interest.

13. Major Issues for the United Nations - Johnathan Dean

Twenty-seven students commented on Dean's presentation, all in a complimentary vein. His ability to answer questions in a candid and direct fashion was as much appropriated as his well organized formal presentation. His realistic view of US - UN relationships was found not only useful but quite refreshing.

14. The Alliance for Progress: Accomplishments and Prospects - David Bronheim

Mr. Bronheim was very well received by the class. Twenty-seven members of the group commented on his presentation and twenty-five of them considered him in a category ranging from "good" to "outstanding".

One student thought that he was one of the best of the State Department speakers. His thorough knowledge of the topic and his handling of the discussion period were mentioned as excellent. The two students who found the session disappointing felt there was some lack of substance in the presentation.

15. Africa: Problems and Prospects - Fred L. Hadsel

As usual, Fred Hansel's highly professional presentation was acknowledged by the class. It was noted that although he had a very broad subject to cover in a limited time, he did it exceptionally well. One student did not find him very convincing, but in three other critiques he was singled out as "best of the Phase III presentations", "one of the best of the State speakers", and "one of the outstanding speakers of the course".

16. Other Coverage

The class was not specifically requested to comment on the presentations by the Deputy Directors, the address by Mr. [redacted] or on the closing remarks by the DCI.

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D. Staff Comment and Recommendations

1. General

With revisions in the offing, it seems to be a good time to remove from this phase of the course those items pertaining to the Agency and The Intelligence Community, and to restructure this phase so as to focus upon selected elements of national power as well as major trends and developments in world affairs. Detailed recommendations to this effect will be forwarded in a separate paper.

2. Specific

a. [redacted] must have had a bad day. He is usually well regarded as a speaker on Soviet Foreign Policy.

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Actually, however, our desire is to have this topic covered by [redacted] of OTR, and to have "Internal Political Developments" treated by [redacted] or someone of similar capability from outside the Agency.

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b. Military Briefings

As is customary, we warned the class not to expect too much in the form of the presentations by military officers. Nevertheless, many students chose to react in their critiques as though they experienced serious disappointment at the lack of polished presentation skills on the part of these briefers. There may be no antidote for this particular poison. Colonel Ramsey demonstrated that coverage of military matters need not be boring, and we will certainly do whatever can be done to upgrade the other presentations. We still believe that this material has a definite place in the course.

c. NSA

We will try to work out some method of supplementing the conference room briefings with side trips to DEFSMAC and the Computer Center without overdoing either of the latter. On the whole, the day at NSA is quite informative, particularly for those Midcareerists with little or no knowledge of that organization.

d. Field Trip

There is little question that we are covering a great deal in the time available. Furthermore, we can probably look forward to opportunities to include additional substance at some of our usual stops. For instance, [redacted] has asked us to consider the possibility of adding as much as a half day to our visit to NORAD. Also, the Protocol Officer at Houston has suggested that we plan to spend a day and a half rather than a day whenever we elect to visit the Manned Spacecraft Center. Added to the possibility of increased coverage is the problem of a refueling stop and the loss of two or three hours in clock

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time as we fly from west to east. We believe that the time has come to request that four and a half days be allotted for our field trip whenever the circumstances warrant the increase. As the itinerary for each course will vary, depending on such things as the time of year and the capability of our hosts to accommodate us, it may well turn out that some trips can be made within the present three and a half day period. It would be most helpful for planning purposes, however, to be able to count on approval of an extra day.

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